

STAT

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DDI- ~~85087/85~~ ER

11 OCT 1985

MEMORANDUM FOR: Executive Director

FROM: Richard J. Kerr
Associate Deputy Director for Intelligence

SUBJECT: Out-of-Cycle Promotions, Round II

1. As Attachment A will remind you, we sought your approval of a change of policy on out-of-cycle promotions a few weeks ago. You disagreed but invited us to try to change your mind. So here goes.

2. We have tried to locate a document in which the DCI laid out his rationale for permitting out-of-cycle promotions but have not succeeded. We believe, however, that the move was made in the context of reducing bureaucratic rigidity and delegating authority to lower levels. It was certainly in that spirit that Bob Gates put out a newsletter on 1 June 1984 with a subsection on "Reducing Bureaucracy/Delegating Downward" that stated:

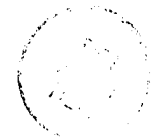
Analysts and analyst support officers may be promoted up to GS-11 at any time during the year....Panels will continue to evaluate and rank all analysts at each grade level at least semiannually.

Bob's delegation of authority was not conditioned on superior performance; it was distributed without knowledge of a phone call between Bob Magee and Chuck Briggs that same day which led to subsequent adoption of a more restrictive policy (Attachment B).

3. We continue to believe that the policy approved by Chuck Briggs on 14 June 1984, and now on the verge of being incorporated formally into Agency regulations, is unduly restrictive. In order to demonstrate the various occasions on which office-level panels in the DI have believed out-of-cycle promotions were justified, we asked our three largest offices to give us the details of their 13 most recent cases (Attachment C). All but one involved promotions of individuals who were at grades GS-06 to GS-10.

- 5 involved superior performance.
- 3 corrected administrative oversights that stemmed from such factors as reorganizations and reassignments.
- 5 were considered at the normal semiannual reviews, but actual promotions were deferred in order to maintain consistency with other panel actions or to see the results of a particular assignment.

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1-107

SUBJECT: Out-of-Cycle Promotions, Round II

4. We continue to believe that Career Panels should have the managerial flexibility to fine-tune promotions to management needs. Particularly at the lower grade levels, the six-month cycle is simply too lumpy. We use a six-month minimum TIG for GS-04, 5, and 6 secretaries and GS-08 and 9 professional/technical; the requirement to promote "on-cycle" means that the alternatives to the minimum are double or triple. The introduction of the GSB-07 level for secretaries has introduced another anomaly. The TIG minimum promulgated by OP is 9 months but the "on-cycle" criterion gives a panel a choice of 5 or 11 months for an outstanding candidate.

5. Because you saw the issue as one of validity and fairness, I have addressed it above in those terms. But it seems to me that a decision in favor of promoting individuals out of cycle at the lower and middle levels can and should be left to the panels we invest with power to promote them "on-cycle." I think the issue is whether or not all individuals are considered at the same time, not whether they are promoted at the same time. Other Directorates may, however, feel differently. I repeat, therefore, my earlier proposal that you approve a new policy--including, this time, an explicit requirement on panel consideration:

On the recommendation of the Career Service Panel, Heads of Career Services may approve out-of-cycle promotions. Panels will continue to evaluate and rank all personnel at each grade level at least annually.

The provision for annual evaluation and ranking is intended to allow for procedures in other parts of the Agency; in the DI we would continue to require semiannual evaluation and ranking.

6. When all is said and done, it seems to us that there is something askew in saying that promotion of a GS-08 in July, rather than April or October, requires the approval of a Deputy Director and the Director of Personnel. Bob Magee may, however, have a different view; I am sending him a copy of this memorandum so he can comment if he wishes.

Richard J. Kerr

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Attachments:

- A - Memo to ExDir dtd 30 Aug 85
- B - 14 June 84 policy approval
- C - Most recent out-of-cycle promotions

cc: D/Pers

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SUBJECT: Out-of-Cycle Promotions, Round II

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STAT

DI/MPS/HLBoatner:bw [] (9 Oct 85)

DDI-04371-85

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30 AUG 1985

TO: Executive Director

FROM: Richard J. Kerr
Acting Deputy Director for Intelligence

SUBJECT: Out-of-Cycle Promotions

A little over a year ago, your predecessor as ExDir agreed to the following policy statement (see attachment):

On the recommendation of the Career Service Panel and in recognition of superior achievement, Heads of Career Services may approve out-of-cycle promotions.

Implementing revisions in Headquarters and Field regulations are currently being circulated for coordination.

2. We in the DI believe that limiting use of out-of-cycle promotions to circumstances involving superior achievement is unduly restrictive and deprives the heads of Career Services of desirable flexibility. We use the out-of-cycle option sparingly--some 50 of 1200 promotions in the past year and a half. When we do, we are as likely to delay a promotion a few months, because of some concern over performance, as to promote faster than the norm. This is, we believe, an appropriate exercise of management judgment and prerogative.

3. We, therefore, recommend that you approve a new policy, so that it can be incorporated in the revision of the regulation:

On the recommendation of the Career Service Panel, Heads of Career Services may approve out-of-cycle promotions.

[Redacted Signature]

Richard J. Kerr

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L-107

SUBJECT: Out-of-Cycle Promotions

APPROVED:

Executive Director

Date

DISAPPROVED:

Executive Director

3 Sept 1985
Date

cc: D/Personnel

*Dick - it seems to me that the more
out of cycle promotions there are, the less
valid (and - ultimately - fair) our
panel process is. If you can
convince me otherwise, I'll change
my mind.*

NOTE:

Dick - it seems to me that the more out of cycle
promotions there are, the less valid (and -
ultimately - fair) our panel process is. If
you can convince me otherwise, I'll change my
mind.

USE ONLY

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1-Subject

1-Chrono

DI/MPS(H.Boatner:isa-29 August 1985)

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D/Pers

DD/A Registry

84-1719

JUN 11 1984

MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Out-of-Cycle Promotions

Chuck,

1. Per our telephone conversation of 1 June 1984, I believe the authority to approve out-of-cycle promotions under specific circumstances can be delegated to the Heads of Career Services. It is recommended, therefore, that you approve the following policy:

On the recommendation of the Career Service Panel and in recognition of superior achievement, Heads of Career Services may approve out-of-cycle promotions, up to and including GS-11.

STAT 2. The Headquarters Regulation on Promotion, [] has been revised and is ready for publication. If you approve this new policy, it will be incorporated immediately into the regulation.

6/1

Robert W. Magee

CONCUR:

[]
Deputy Director for Administration

13 JUN 1984

Date

ILLEGIB

APPROVED:

/s/Charles A. Briggs

Executive Director

14 JUN 1984

Date

DCI
EXEC
REG

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84-1714

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STAT

FROM: Robert W. Magee
Director of Personnel

EXTENSION

NO

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director for
Administration
7D24, Headquarters

13 JUN 1984

2.

3. Deputy Director for
Intelligence
7E44, Headquarters

14 JUN 1984

4.

5. Executive Registry

14 JUN

6.

STAT *me*
Executive Director

14 June

8.

9.

10.

11.

12. Director of Personnel
STAT

13.

14.

15.

This about right?

to *do* seems to allow us
to do what we have promisedDCI
EXEC
REG

L-107

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